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DDS&T 849-80

22 FEB 1980

MEMORANDUM FOR: Executive Committee Staff

FROM: Leslie C. Dirks
Deputy Director for Science and Technology

SUBJECT: "Doing More with Less" Options

REFERENCE: Minutes of Executive Committee Meeting, 16 January
1980, EXCOM 9014-80, dtd 24 Jan 80

1. We have had an opportunity to review the materials on "Doing More with Less" and to consider the views of our different offices and staffs. There is substantial agreement in the DDS&T on the desirability of seeking ways to carry out our responsibilities in a more efficient manner. There is also substantial agreement that a decentralized step-by-step approach would be preferable to a large Agency-wide centrally-managed program. That is, we would endorse a full commitment to the principle of productivity enhancement, but would urge a modest beginning centered around carefully orchestrated pilot efforts, i.e. Option 3.

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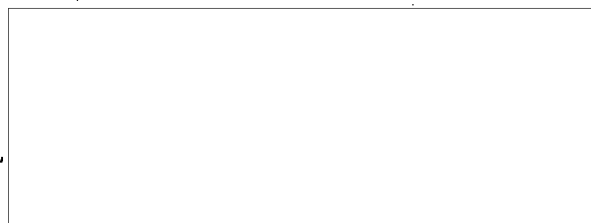
2. We propose that NPIC's ongoing efforts in the area of productivity measurement serve as the DDS&T's initial pilot program. Depending on the results of this program as well as studies underway in our Planning and Resources Staff, we may be prepared to launch additional pilot programs in FY-81. Possible areas of attention include FBIS production activities, selected technical support and signal analysis activities in OSO, the Directorate-wide equipment procurement and inventory system, and the manner in which we establish and administer our contractual endeavors with private industry. We would caution, however, that such efforts are not likely to yield resource savings sufficient to offset our growing needs during this period and beyond.

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3. It goes without saying that the motivation and morale of our employees is a key determinant in our level of productivity and that the quality of supervision and management they receive is in turn critical to this motivation and morale. It is important, therefore, that productivity enhancement mechanisms be designed and implemented as a complement to a strong management structure, not an obstacle to it or a substitute for it.

Leslie C. Dirks

DDS&T/EO [redacted] 22 Feb 80)

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